

GOVERNMENT OF ANDHRA PRADESH
ABSTRACT

Municipal Administration & Urban Development Department - 360-degree accountability using m-governance in Urban Local Bodies – Orders – Issued

MUNICIPAL ADMINISTRATION & URBAN DEVELOPMENT (D1) DEPARTMENT

G.O.Ms.No.54

Dated:11.02.2014.

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ORDER:

The general goal is to make a 360-degree accountability mechanism along three dimensions - internal, upward, and downward - a key focus of municipal governance reforms following a step-by-step approach to maximize on outcomes and benefits, as suggested by the Administrative Reforms Commission - II (2005), by relying on mobile governance (m-gov). For example, one purpose is to use the largely ignored camera of the mobile phone, in combination with text and voice, to monitor municipal activities, real time from afar. The strategy is to design an anywhere, anytime accountability mechanism, also called 360-degree accountability, to provide real time information on solid waste management, urban planning, public works, and street lighting to municipal managers and the citizens.

2. Generally, accountability mechanisms are differentiated as tools or processes. Tools are discrete devices to achieve accountability (e.g. reports, performance evaluation). They are often applied over a point of time, can be tangibly documented and repeated. In contrast, process mechanisms (e.g. participation) are typically more broad and multidimensional; additionally, are less tangible and time-bound, but may utilize a set of tools (e.g. participatory rural appraisal).

3. The 360-degree accountability mechanism has a tool component containing preloaded applications and jobs on mobile phones to photograph, for example workers attendance, garbage bin cleaning, and daily street sweeping. The application will, say, allow users to record events with date, time and coordinates using the Global Positioning System (GPS). Precise temporal and spatial information and generation of reliable images of distant municipal activities leads to on component of 360-degree accountability.

4. The extensive use of the camera of the mobile phone, alone or in combination with voice and text, with communication technologies will create upward and downward accountability. Moreover, municipal governance reforms, such as retrofitting (imposition of compensatory penalty on municipal managers, implementing mortgage provisions), retooling (flipped processes), and reinventing (real time evaluation to implement service level agreements) are expected to lead to greater internal accountability, also. Municipal functionaries will become more responsive and responsible because complete and reliable information on their activities and outputs will be made available in the public domain at a single point.

5. Specifically, m-governance has some unique advantages -

- availability of real time reports / data / images in public domain has led to increased downward and upward accountability,
- utilizing the easy-to-use mobile phone eye (camera) for civic governance; therefore, easily scalable and adaptable,
- real time evaluation based on reports generated with two seconds latency,
- single point availability of various civic activities and outputs in public domain,

- use of GPS and GPRS connectivity,
- satellite captured latitude and longitude and date and time stamp on all images, and
- using image compression, photo comparison and perimeter binding technologies.

6. Independently, analysts will work to do a real time evaluation (RTE) to detect duplication of images, errors in data entry, and an early-on analysis for immediate learning. The purpose is (1) to enable management to make changes and alterations as necessary in the accountability tool and governance practices and procedures, and (2) to enforce performance guarantees explicated in the service level agreements. The m-governance system will be easily replicable and scalable because of the low cost solution deployed and the requirement of accessible, easy-to-use mobile phones with GPS and GPRS connectivity. Preloading the mobile phone is a simple operation and the existing OSRT website has built in options to add-on other cities, also. Moreover, standardized matrices in excel format capture all the information required for real time monitoring of distant events. Finally, human resources (e.g. analysts) can be located anywhere to do real time evaluation and disseminate their findings to the stakeholders.

7. The challenge for Commissioners is to simplify practices in an environment of uncertainty and instability in Urban Local Bodies. What is recommended is a trial and error approach in which m-governance is promoted by constantly looking for opportunities to implement them step-by step, rather than trying to solve problems.

8. Government after consideration of the matter, hereby direct the Commissioners, Urban Local Bodies shall take immediate action and implement specifically on the following issues that have arisen from pilot projects:-

- Robust service level agreements for performance on inputs and outputs,
- Salary payments linked to performance on outputs and money directly to bank accounts of workers,
- Linking payment of salaries with m-governance records, not manual attendance registers and connecting outputs to contractor payments and penalty for contract payments will be made a requirement for pre-audit,
- Records generated from m-governance will be shared with the ward committed members and citizens,
- A dash board should be created in order to drill down to monitor the workings of all functionaries,
- As there is huge involvement of the cutting edge functionaries their capacities have to built-up in order to enter reliable data, daily, from their mobile phones,
- M-gov should be seamlessly integrated with other municipal I.T applications, such as e-Suvidha, and
- The actual RoI and cost-benefit should be computed more realistically by articulating all the assumptions upfront.

9. The Commissioner & Director of Municipal Administration, Hyderabad / Commissioner, Greater Hyderabad Municipal Corporation and Commissioners of other Urban Local Bodies shall take necessary further action to implement the above orders, immediately.

(BY ORDER AND IN THE NAME OF THE GOVERNOR OF ANDHRA PRADESH)

**Dr.SAMEER SHARMA
PRINCIPAL SECRETARY TO GOVERNMENT**

To

The Commissioner & Director of Municipal Administration, Hyderabad.

The Commissioner, Greater Hyderabad Municipal Corporation, Hyderabad .

The Commissioner, Greater Visakhapatnam Municipal Corporation, Visakhapatnam.

The Commissioner, Vijayawada Municipal Corporation, Krishna District.

All Municipal Corporations/Municipalities through the C&DMA, Hyderabad.

Copy to:

The OSD to the Hon'ble M(MA)

The P.S. to Principal Secretary to Government.(MA)

SF/SC.

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SECTION OFFICER